



**DEPARTMENT OF THE ARMY  
HHC, U.S. ARMY GARRISON – FRANCONIA  
UNIT 26622  
APO AE 09244**

REPLY TO  
ATTENTION OF:

IMEU-WUZ-HH

21 JUL 05

MEMORANDUM FOR SOLDIERS OF HHC, USAG - FRANCONIA

SUBJECT: Command Philosophy

1. **PURPOSE:** The purpose of this memorandum is to provide you with my command philosophy. It is for informational purposes only, to give you my intent, focus and goals for this unit during my tenure as commander.

2. **YOUR COMMANDER:** As your commander, I am here to serve you. Without my Soldiers, I would have no job, and I appreciate that fact. I want to ensure you that I make decisions based on professionalism and common sense, not on personal opinion or personal gain. I value the knowledge and experience of my 1SG and NCOs and will weigh their input accordingly. I want to lead from the front in every aspect and show you that I will not have you do something I would not be willing to do myself.

3. **SAFETY:** Everything we do, on-duty or off-duty, should have an added level of safety. We face daily challenges and I want every Soldier to ensure their own personal safety; identify any risks, take whatever steps are necessary to mitigate those risks, and complete your mission.

4. **TASKINGS/MISSIONS:** As an HHC of a garrison command we have different missions, METLs, and in some cases, different working hours. We also work closely with DA civilians and for many of us civilians are our supervisors. I am sensitive to those facts and will be flexible, if possible, in taskings and missions to accommodate your work and schedule. I will approach each task/mission individually and objectively and consider all options/information provided to me. Additionally, when a task/mission is given to you I expect it to be completed. If you are having difficulties I expect you to talk to me or 1SG before anything is cancelled or postponed.

5. **PHYSICAL TRAINING:** The company's PT program will follow guidelines outlined by FM 21-20 and our Master Fitness Trainers. I expect PT to be fun, challenging and unique. You should use the time for PT to challenge yourself to improve your flexibility, muscular strength and endurance, and cardio-respiratory fitness. To do this, you must be present at PT and actively participating. Therefore I expect maximum participation during unit PT. The 1SG will enforce this and will make exceptions on a case by case basis. Take pride in your appearance and your fitness level, and consistently strive to improve.

a. **PROFILES:** Soldiers with current profiles will conduct vigorous PT within the guidelines of their profile. All profiles must be approved by me.

b. **SPECIAL POPULATION PT:** Special Population PT is required for Soldiers who are on the overweight program or have failed the APFT. It will be conducted with the same level of professionalism and effort as normal PT. Please see 1SG with any questions regarding Special Population PT.

6. **ARMY VALUES:** We all have freely and willingly chosen our profession. As Soldiers we serve our country, our leaders and our fellow Soldiers. As such we have been provided a list of values that we are expected to abide by: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity and Personal Courage. I strive to embody these values and expect you to as well. If we grasp and display these values in ourselves and in our daily decision making process, we can be extremely successful in our careers, and in life in general.

7. **SERGEANTS' TIME TRAINING/SOLDIER-FAMILY TIME:** We devote every Thursday to Sergeants' Time Training. Training is based on each section's METL and normally required training within each fiscal year. I expect each section to provide input to ISG to determine what training is required and therefore submitted for the Training Schedule. Each section's NCOIC should recommend specific training for weaknesses, sustainment training, and new or challenging required tasks. Training will begin promptly at 0700 and end no earlier than 1200. Soldiers will not schedule appointments at all during Sergeants' Time Training hours. Soldiers will be released at 1500 on Thursdays to observe Soldier/Family Time.

8. **READINESS:** Being a U.S. Army Garrison is a great and unique experience. We are a TDA (Table of Distribution and Allowance) unit and are considered non-deployable. However, that does not imply that we won't have to deploy. In today's Army it is possible that some of us may be assigned or attached to a deploying unit. With that in mind, I expect all soldiers to maintain their medical and dental readiness, have up-to-date family care plans, improve and maintain their physical fitness, and have a current weapon's qualification. I will help you keep these items up-to-date. Another item that can affect readiness is a Family Readiness Group, which I have already initiated and continue to maintain. The Family Readiness Group is here to serve and support you.

9. **DISCIPLINE:** Discipline is an invaluable part of a productive and effective unit. We all must be able to receive and execute lawful orders without hesitation. We all must be willing and able to maintain and enforce standards and do what is right no matter how challenging. Leaders, I expect you to be the example for our junior enlisted. NCOs, you lead the way!

10. **PARTNERSHIP EVENTS:** Being in the U.S. Army Garrison – Franconia has additional benefits, not the least of which is our excellent relationship with our Partnership Unit, VBK 67 in Bayreuth, Germany. From time to time we will be invited to attend Partnership events at various locations in Germany and even other countries. This provides a wonderful chance for our Soldiers to be a part of new and exciting opportunities, the likes of which they may never get to experience again in their life. Because of this I would like our leaders to do their very best in allowing our Soldiers to attend these Partnership events. Not only will it be a valuable experience for the Soldier, but it will also be an opportunity for us to build an even stronger relationship with our allied nation.

11. **FINAL NOTES:** I am proud to be your commander. I am reminded daily that we have an outstanding unit and outstanding Soldiers. As we continue our mission here in Germany I ask you to continue to be exceptional ambassadors for the United States. Remember, we represent the USAG – Franconia, IMA, the U.S. Army and our country and that is a great responsibility that we have the honor of bearing. Keep that pride, keep up the great work and “Keep it running”!

DARRELL J. OTTO  
CPT, SC  
Commanding